

**CHALLENGES IN PRACTICING MONITORING AND EVALUATION: THE  
CASE OF LOCAL GOVERNMENT WATER PROJECTS IN MKURANGA,  
TANZANIA**

**SALUM MAIMULA**

**A DESSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE  
REQUIREMENTS FOR THE DEGREE OF MASTER OF ARTS IN  
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TANZANIA**

**2017**

**CERTIFICATION**

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation entitled: **“Challenges in Practicing Monitoring and Evaluation: The Case of Local Government Water Projects in Mkuranga, Tanzania”** in partial fulfillment of the requirements for the degree of Master of Arts in Monitoring and Evaluation of the Open University of Tanzania.

.....

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.....

Date

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## DECLARATION

I, **Salum Maimula**, do hereby declare that this is my own original work, except where stated otherwise, and that the same work has not been submitted for an academic award to any University or Institution of Higher Learning.

.....

Signature

.....

Date

**DEDICATION**

I dedicate this research project to my wife Sarah and children's Alesha, Talekh and Siah and for their support and inspiration during my study period.

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## **ABSTRACT**

This dissertation study Challenges in Practicing Monitoring and Evaluation: The Case of Local Government Water Projects in Mkuranga, Tanzania”. Specifically the study identify the challenges faced by water projects in Monitoring and Evaluation practice at Mkuranga District, it also examine the nexus between M&E and performance for water supply project at Mkuranga. This aims to identify the best approaches in improving M&E practices applied in water project at Mkuranga. A total of 32 respondents were drawn from different levels, which included the officials in District water department and other department staff, Both Quantitative data obtained through prepared questionnaires and Qualitative data from Interviews done district officials. Questionnaires and Interviews, have been used as data collection tools, data analysis was done through a special programme known as Statistical package for social Science (SPSS) and Microsoft excel, 2007 Findings of this study showed that, the current M&E practices applied in water projects in Mkuranga District are, field visit, Project Reports, and no any other extra M&E practices identified, out of four M&E tools identified was poor, this was due to the challenges facing the M&E practice, “The challenges in practicing M&E including Political influence, weak management team in M&E practice, and lack of technical staffs; staffs are Unqualified and untrained”. It is recommended that the use of best approaches to improve M&E systems includes Capacity building and Training programmes and data management, Practice of M&E planning and improving M&E information sharing on project execution, the change of National policies and set enough budgets for M&E.

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## LIST OF ABBREVAIIONS AND ACRONYMS

LGAs	Local Government Authorities
PA	Participatory Approach
CSOs	Civil Society Organizations
DAWASCO	Dar es Salaam Water and Sewerage Corporation
DBSA	Development Bank of Southern Africa
GRT	Gruppo per Le Relazioni Transculturali
LFA	Logical Framework Approach
MCA	Millennium Challenge Account
M&E	Monitoring and Evaluation.
MIS	Management Information System
MoWI	Ministry of water and Irrigation
MPP	Micro Project Performance
NGOs	Non-Governmental Organizations
PMO-RALG	Prime Minister's Office – Regional Administration and Local Government
PMM	Project Maintenance Management
PRA	Participatory Rural(Rapid) Appraisal
POM	Project Operation Management
ROAR	Result Oriented Annual Report
RWSSP	Rural Water Supply and Sanitation Programme.
SRF	Strategic Result Framework
SPSS	Statistical Package for Social Sciences

UNDP	United Nations Development Program me
URT	United Republic of Tanzania
USAID	United States Agency for International Development
VRCWSP	Volta Region Community Water Supply Program
WSDP	Water Sector Development Program
WSPR	Water Sector Performance Report
PR	Project Report

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Introduction**

This chapter presents a brief introduction and historical background of the study, statement of the problem, research objectives, and significance of the study, scope of the study, limitations, and definition of the key operational terms.

#### **1.2 Background of the Study**

Monitoring and evaluation (M&E) are essential components of results based management (Rist, Boily & Martin, 2011). Results-based management involves deliberately gathering empirical evidence in order to know the extent to which intended results are being achieved so that modifications to the design and delivery of activities can be made to improve and account for performance in achieving intended outcome (Mayne, 2007).

The increased level of emphasis given to results (outcomes), as opposed to activities and output has also brought some major changes in the focus, approach and application of monitoring and evaluation systems. Whereby as focus of management changes from activities to results. Focus of M&E also changes from the traditional M&E system, which focuses on assessing inputs and implementation process (progress monitoring) to results-based M&E system, which emphasizes assessment of the contributions of interventions to development outcomes (Gebremedhin et al, 2010). Building and sustaining a result based monitoring and evaluation system is admittedly not an easy task for it requires continuous commitment, champions, time,

effort, and resources. In addition, it may take several attempts before the system can be tailored to suit a given governmental or organizational policy, program, or project; but it is doable (Kusek, 2004).

According to UNDP (2009), monitoring focuses on the implementation process and asks the key question how well is the program being implemented while evaluation analyses the implementation process. Evaluation measures how well program activities have met objectives, examines extent to which outcomes can be attributed to project objectives and describes quality and effectiveness of program by documenting impact on participants and community. Monitoring generates periodic reports throughout the program cycle, focuses on project outputs for monitoring progress and making appropriate corrections, highlights areas for improvement for staff and tracks financial costs against budget (UNDP, 2009).

Wholey (2010) states that evaluation is used in government to increase transparency, strengthen accountability, and improve performance, whereas performance management systems establish outcome-oriented goals and performance targets, monitor progress, stimulate performance improvements, and communicate results to higher policy levels and the public (Wholey, Hatry, & Newcomer, 2010). The monitoring and evaluation (M&E) function particularly the role it plays on performance of Public Organization Projects in Tanzania.

The Government of Tanzania is currently finalizing Phase II of its second generation Poverty Reduction Strategy Paper (PRSP), the National Strategy for Growth and Reduction of Poverty and growth for poverty reduction high on the country's

development agenda. Likewise, NSGRP II will focus on the same three main clusters of outcomes and actions related to poverty reduction of NSGRP I, namely (i) Growth and reduction of income poverty; (ii) Improvement of quality of life and social well-being and (iii) Good governance and accountability. It will also continue to put emphasis on mainstreaming cross cutting issues in sector strategies and Local Government Authorities (LGAs) development plans. Within the context of the PRSP the GoT has made considerable efforts in developing the water sector. The policies and strategies of the sector are clearly linked with the first PRSP and NSGRP (2005), which is the current Tanzania PRSP. NSGRP II will also recognize the integral of the water sector.

The National Water Policy (NAWAPO), introduced in 2002, incorporates the principles of the Government's Development Vision 2025, PRSP and phase II of the Local Provisions of projects are key to the very existence of local governments. They are required to serve the public interest in areas of building feeder roads, construction of markets, health care centers, drainages, transportation, and motor parks, among others. While these functions of local government are well known, and popularized by the constitution of the country.

What seems to matter most to the people of the grassroots is to see tangible results of their taxes, contributions, labour expended and the judicious use of monthly allocation from the federation account to their local governments. However, the enormous benefits that the grassroots stand to derive from a sound and functional local governments have not approximated reality (Igbokwe & Chinyeaka, 2013). Mkuranga District is rich in water resources, but water contamination is common and so is water

and sanitation-related diseases. In fact, with only nine percent of the households accessing potable water, Mkuranga is one of the worst districts in Tanzania in terms of access to piped or protected water sources (United Republic of Tanzania 2005).

The sandy collapsible soil makes latrine construction difficult for poor households and in 2002, less than 40% of the households had a latrine. A District Integrated Coastal Management (ICM) Action Plan, adopted in 2002, recognizes that a major issue is that people use the beach as a toilet and garbage-dumping area. Enforcement of public health and sanitation regulations and by-laws is weak. This contributes to the high infant (10.5%) and under five (17.3%) mortality rate in Mkuranga (United Republic of Tanzania 2005). Malaria is endemic and together with acute diarrhea account for nearly 60% of childhood morbidity and the majority of deaths among under-five children (Bukonya, Komwihangiro et al. 2004).

Ocampo (2002) explains that, program monitoring and evaluation that started to emerge in the 1960's became a distinct professional practice in the early 1970's and in 1980's program evaluation became the integral part of different social programs from the early planning stage so as to assess the results of the programs.

Magigi (2014) adds that, formal project and programs M&E had begun in the early 1970's and 1980's and most of these activities were done while involving World Bank, USAID and ODA, and to the large extent the methodology and approaches in M&E had to develop through learning by practice. He (ibid) put forward that, Monitoring and Evaluation of development projects and programs are increasingly accredited as the core management responsibility for organization development in

both developed and developing countries, this is because the interested development stakeholders want to observe results and outcomes with the positive impacts for the development of the whole society.

Ngasongwa, (1988) asserted that, the increase of different social and economic development programs or projects in many of developing countries during the first two decades after the Second World war was the human being concern to fight and overcome problems of hunger, poverty, malnutrition, ignorance and preventable diseases, some of the problems were successfully solved through the implementation of projects, but some problems failed to be addressed through projects due to absence of sufficient knowledge of designing, implementing and evaluating/appraising of these programs or projects, among other continents, Africa was seem to have most serious implementation problems in the developing world.

Monitoring and evaluation system is important in a country as it leads to an understanding of a country's socioeconomic and political M&E efforts. The analysis from these M&E efforts will then lead to a clearer understanding of the current M&E initiatives, the overall public sector environment, its institutional arrangements and opportunities for strengthening and improving the current M&E initiatives, as well as using M&E information to benefit the intended stakeholders. The importance of this information is that it can be used for core government functions such as budget decision making and the ongoing management of programs and projects. More importantly, this analysis will help key role players in government and the donor community discover the strength and weaknesses of M&E as well as the institutional arrangements (MacKay, 2007: 3). Due to a lack of a municipal or district M&E



system which is made up of all the components of a functional M&E system especially the human capacity element which will also specify how the unit's M&E functions towards district should be carried out. This study then examine the challenges facing project Monitoring and Evaluation practice in Local Government executing water project in Mkuranga District Coast Region, Tanzania.

### **1.3 Statement of the Research Problem**

The success of projects plays a key role in achieving organization growth and development. Most project managers appreciate that M&E of projects is important if the project objectives and success is to be achieved. Project Monitoring and Evaluation exercise adds value to the overall efficiency of project planning, management and implementation by offering corrective action to the variances from the expected standard. "Project managers are required to undertake more rigorous M&E of the projects and develop frameworks and guidelines for measuring impact" (Kahilu, 2010). By so doing they will achieve greater value creation for the organization through project success.

Monitoring and Evaluation of Projects in Tanzania is weak due to poor leadership, lack of institutional systems, and where it is done the information is not made public to the stakeholders. In addition most municipalities/districts do not have skilled M&E professionals who understand M&E systems and are able to develop appropriate tools; hence they end up with substandard M&E systems (Chesos, 2010). The study by Koffi-Tessio (2002) also shows that M&E systems are not meeting their obligatory requirements as decision making tool; instead their activities are viewed as controlling by a bureaucratic management style. M&E is also viewed as a donor and not a

management requirement (Shapiro, 2011). Jaszczolt et al., (2010) in their recommendations emphasized that NGOs staffs need to be educated on M&E.

In Tanzania, there are a lot of challenges in performance and sustainability of water projects. The URT (2008), on Water Sector Performance Report (2007/2008) states that, “During the financial period 2007/08, the main challenges that were faced in the implementation of the water sector activities were, poor supervision, accomplishment, monitoring and evaluation together with late submission of reporting progress on water projects in time”. In line with WSPR (2007/2008), it can be concluded that, all those challenges are highly catalyzed by Limited and poor qualified and skilled staff in project Management at all levels including the Ministries, LGAs, small utilities, private sector and Civil Society Organizations, others include inadequate equipment, office accommodation and transport facilities

Monitoring and evaluation, although very essential in improving performance, is also very complex, multidisciplinary and skill intensive processes. Building a resulted based M&E system is a requirement by the growing pressure to improving performance which is also one of the requirements by the NGO and donor’s to check on the effective use of the donor funds, impact and benefits brought by the projects. Water projects in Mkuranga District have challenges in the implementation of M&E practices in their project so as to improve sustainability in the respective projects. Hence there is a need for establishment of rules for constructing minimum parameters for monitoring and evaluation for projects that can be used to track progress and effectiveness. This research was to study the challenges in practicing Monitoring and Evaluation: The case of Local Government water projects in Mkuranga, Tanzania

## **1.4 Objectives of the Study**

### **1.4.1 General Objective**

The main objective of the study is to study challenges in practicing Monitoring and Evaluation of Local Government water projects in Mkuranga, Tanzania.

### **1.4.2 Specific Objectives**

- (i) To identify the challenges faced by water projects in Monitoring and Evaluation practice at Mkuranga District.
- (ii) To examine the nexus between M&E and performance for water supply project at Mkuranga District.
- (iii) To identify the best approaches in improving M&E practices applied in water project at Mkuranga District.

## **1.5 Research Questions**

- (i) What challenges faced by water projects in Monitoring and Evaluation practice at Mkuranga District?
- (ii) Which nexus between M&E and performance for water supply project at Mkuranga District?
- (iii) What best approaches in improving M&E practices applied in water project at Mkuranga District?

## **1.6 Significance of the Study**

This study will serve as a guideline to all stakeholders in M&E profession in Tanzania to establish best M&E practices so that water project and any project will be successive in Tanzania. The findings of the study will also serve as a stepping stone

for future researchers on the same or similar topics by suggesting areas that need further studies to be conducted. Last but not least, successful completion of the study will enable the researcher to partially fulfill the requirements for the award of a Master of M&E offered by the Open University Tanzania.

Also, the study results assist in the raising awareness of M&E process and its necessity within the projects. It will assist in the execution of M&E within water projects. The findings help in the designing of intervention to help in the improvement of M&E where it is in practice.

### **1.7 Scope of the Study**

Therefore, this research is going to be conducted in Mkuranga District in Coast Region especially in rural areas (villages) where there is high trend of unsustainable water projects due to inconsistency application of M&E practices like Regular field visit, project report, M&E Plan and Participatory Approach (PA).

### **1.8 Organization of the Study**

The research involve only five chapters, whereas Chapter One covers various items including the Background of the research problem of M&E in Water projects, the statement of the research problem, outlining of the research objectives (General and Specific objectives), then Research questions (General and specific questions), Justification or rationale of the research to the body of knowledge.

Chapter Two, covers several aspects like, Conceptual definitions i.e Monitoring, Evaluation, Sustainability and others. Next to that is Theoretical literature review, then

Empirical literature review (from different studies), Policy review of Water sector in relation to M&E aspects, research gap left added in the body of knowledge, and lastly the Conceptual and Theoretical frameworks that guides study.

Chapter Three includes Research philosophy/Paradigm and strategies, Survey population/ area of the research, which is (Mkuranga District, Coast Region), Sampling design and procedures, Variables and Measurement procedures, Methods of data collection and lastly the Data processing and analysis using the computer software SPSS. Chapter four includes the Analysis and Interpretation of the findings. Chapter five summarize, concluding and providing the recommendations about the study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The chapter covers the overview of monitoring and evaluation with respect to project challenges facing water executing in Mkuranga District. The main essentials that are discussed in this chapter includes, definitions of Monitoring, Evaluation and Sustainability, M&E in water projects, development/growth of M&E and purpose of conducting M&E. Other essentials are types of M&E, theories guiding M&E, Conceptual and theoretical frameworks; empirical review and the conceptual frame work.

#### **2.2 Conceptual Definitions**

##### **2.2.1 Monitoring**

Monitoring is a management tool used to identify inconsistency between the plan and reality in order to take corrective measures, it ensures that all project activities are implemented as planned together with collecting information's on the ongoing project interventions in order to identify whether projects meets objectives or not. In elaborating this concept, Bartle (2007) defines monitoring as “an observation and recording of activities taking place in a project or programme. It is process of routinely gathering information on all aspects of the project”. Monitoring also involves feedback about the progress of the project to the donors, implementers and beneficiaries of the project. “The resulting information is used for decision making for improving project performance” (Bartle 2010). On the other hand UNDP (2002) explains Monitoring as a continuing function that aims primarily to provide the

management and main stakeholders of an ongoing intervention with early indications of progress, or lack thereof, in the achievement of results.

### **2.2.2 Evaluation**

Evaluation is the systematic collection and analysis of data needed to make decisions (<http://www.evaluationwiki.org>). It is a way of improving project performance and pin points accountability of resources and work. It develops human resources, improves management capabilities in planning. It measures the helpfulness and reliability of programmes and influences on future programmes, and helps in decision making (<http://www.evaluationwiki.org> accessed on March 9, 2017).

### **2.2.3 Sustainability**

According to Khan (2000) Sustainability is the ability of a project to maintain its operations, services and benefits during its projected life time. However, the issue of sustainability should be observed within time and changing social, economic and political aspects. A project that is seen as worth sustaining today may not be so in future. The World Bank (1992), as quoted by Khan (1992) defined sustainability, "as to be the ability of a project to maintain an acceptable level of benefit flows through its economic life". In elaborating Khan (1992) ideas, the core indicators that contribute to the sustainability varies from one sector to another, such that for Economic sector projects, the core indicator will be economic and financial returns, whereas for social oriented projects the core indicators will be the extent and degree in which the delivery of goods and services have been continued and the proportion of target area population that continue to receive the benefits from the project activities.

#### **2.2.4 Sustainability Dimensions for Water Projects**

Basing on the objectives set by stakeholders of the project, there are different views of looking at the sustainability aspect of the project. According to Bhattarai *et al* (2008) Sustainability aspect of the project is viewed as an amalgam of Technical, Social and Economic, Financial and Institutional criteria's, so the project is evaluated while basing on the above criteria's for their sustainability. On the other hand, in connection to water project sustainability, Harvey and Reeds (2004), identify major eight sustainability factors, these factors are presented as building blocks and includes, policy context, institutional arrangements, financial and economic issues, community and social aspects, technology and natural environment, spare parts supply, maintenance, and monitoring. For each of these factors, issues relating to planning, effective demand, financing and management are explored along the guidance for addressing sustainability. Carter *et al* (1999), offers the "Sustainability chain" consisting of Motivation, cost recovery and a continuing support as a means to evaluate and sustain water and sanitation supplies in developing countries. In the light of water point's sustainability, the NAWAPO (2002) identifies major seven, interrelated components in which sustainability of water projects depends on all of them, and the program should not only consider them but also put them into practice. They includes, Management at the lowest appropriate level, Communities owning and managing their water schemes, Availability of spare parts and technical knowhow, Full cost recovery for operation and maintenance of water schemes, The protection of water sources, Balancing between the technology, service level and the capacity of the beneficiaries, and lastly the recognition of women as the key players and the inclusion of the poor.



### **2.2.5 Monitoring and Evaluation in Water Projects**

Monitoring, evaluation and reporting is the mortar that holds the other factors of sustainability and the post-project management phases together, providing for their proper integration and interlocking. Monitoring is an on-going process that ensures the determination of whether or not a particular approach is achieving set landmarks. Hence, monitoring, evaluation and reporting is important to ensure water supply and hand pump standardization, effectiveness, efficiency, reliability and equity in the communities (Harvey *et al*, 2004).

### **2.2.6 Development of Monitoring and Evaluation**

Monitoring and Evaluation (M&E) of several development projects and programmes are increasingly recognized as central management functions for organizations development in both developed and developing countries (Magigi, 2014). This is the discipline with the huge concern because interested development stakeholders want to see desired results or outcomes with positive impacts for societal development. M&E of most development projects have been undergoing some changes overtime. Kusak (2001) quoted (Mayne, *et al*, 1997) put forward that, many development partners including governments have been transforming from the traditional way of monitoring and evaluating various activities to performance-based M&E, whereas the traditional way of M&E was highly based on monitoring and evaluating inputs, activities and outputs of the project.

The Performance-based Monitoring and Evaluation combines the traditional approach of Monitoring implementation with the assessment of results. This helps much the policy makers and planners to answer the questions whether promises were fulfilled

and whether goals were achieved as it was planned. Kusek, and Rist (2004) pinpoints that, there is tremendous power in measuring performance, the ancient Egyptians regularly measured their country's output in grain and livestock production more than 5,000 years ago. So in this sense M&E is certainly not a new phenomenon, most of new governments too have engaged in some form of Traditional M&E over the past few decades.

### **2.2.7 Relationship between M&E and Sustainability**

According to Harvey *et al* (2004), Monitoring, evaluation and reporting is the mortar that holds the other factors of sustainability and the post-project management phases together, providing for their proper integration and interlocking. Monitoring is an ongoing process that ensures the determination of whether or not a particular approach is achieving set landmarks. Hence, monitoring, evaluation and reporting is important to ensure project standardization, effectiveness, efficiency, replicability and equity in the communities. With reference to water supply projects Harvey (2004) added that, Sustainable community hand pump operated water supply benefits is achievable through regular monitoring, evaluation and reporting of the various sustainable factors and the post-project management approach of project commissioning, POM, and PMM.

### **2.2.8 Importance of Monitoring and Evaluation in Project Performance**

Monitoring and evaluation is the fundamental tool of good programme management at all levels because it provides data on project progress and the effectiveness of activities. M&E improves on project management and decision-making and allows accountability to stakeholders. It is an aid to plan future resource needs and activities.

M&E provides data, which is useful for policy-making and advocacy. M&E gives indicators on whether the project is progressing or not and if there are any obstacles that needs corrective measures (<http://www.ffund.org>).

Bartle, (2007) emphasize that, M&E should be done at all levels of the project. International Finance Corporation, (2006) also sees M&E to be the part of design of programmes because, it ensures systematic reporting; the process communicates results and shows accountability. “It measures efficiency and effectiveness, ensures effective allocation of resources, promotes continuous learning and improvement and provides information for improved decision making” (IFC, 2006).

Evaluation is done with the objective of keeping track of programme activities and documenting the nature of delivery. It measures the routine of operations, which also help in making corrective measure during the course of the programme. Evaluation also helps in the future planning of activities as far as resources are concerned. It ensures that activities are still on track in that everything goes according to plan. Evaluation also helps in the project efficiency because there will be organization among programme machinery. Finally evaluation will help in the accountability and decision making for future and current projects (<http://www.evaluationwiki.org>).

## **2.3 Theoretical Literature Review**

### **2.3.1 Theories**

According to Davidson (2008), a theory is a set of properly argued ideas intended to explain a phenomenal by specifying variables of the laws that relate the variables to each other. A theoretical framework is a collection of interrelated concepts, like a

theory but not necessarily so well worked-out. A theoretical framework guides the research, determining what things that will measure, and what statistical relationships were looked for (Frederic, 2010).

### **2.3.1.1 Evaluation Theory**

The researcher used the Evaluation Theory as the overarching theory to guide this study. The Evaluation Theory plays several important roles in evaluation practice. Such theory and prior research can be very informative for initial needs assessment and program design. Evaluation Theory gives effective strategies for dealing with the problems of concern regarding the evaluation process. Lessons are learned about what does not work which may save program designers and evaluator's time and resources (Donaldson, 2001) Evaluation theory assesses project effectiveness in achieving its goals and in determining the relevance and sustainability of an ongoing project.

According to McCoy, (2005) evaluation theory compares the project impact with what was set to be achieved in the project plan. Shapiro (2004) Evaluations are mainly of two types depending on when they take place. These are formative and summative evaluations. Formative Evaluation is concerned more with efficient use of resources to produce outputs and focuses on strengths, weakness, and challenges of the project and whether the continued project plan will be able to deliver the project objectives or it needs redesigning, Passia (2004). Formative evaluations are sometimes called interim or midterm evaluations. A summative evaluation are carried out at the end of the project and aims at determining how the project progressed, what went right and wrong and capture any lessons learned. However, one of the limitations of evaluation theory is that for any evaluation process for projects to be successfully done must be

done within a supportive institutional framework while being cognizant of political influence and which is not the case to South Sudan were there lack of institutions that would be supportive to the evaluation process of projects.

### **2.3.1.2 Program Theory**

Program theory of evaluation has grown in use over the past decade. It assesses whether a program is designed in such a way that it can achieve its intended outcomes. The program theory is a guidance theory in the evaluation of projects as it shows the capacity of the program to attend to specific problems that need to be reviewed within projects. It further offers guidance on what areas need to be emphasized on during the evaluation process (Donaldson, 2012).

The researcher used program theory because it presents the advantage of offering information that could lead to additional explanations regarding the M & E tools, employee training, Management influence on M & E systems and stakeholder participation in development projects. Where appropriate, this theory comes in handy to provide solutions and the alternate actions to be carried out in order to obtain the intended results for projects to be evaluated.

Further, it can be used to enhance decision-making and expand conceptions of solutions to any project problems (McClintock, 1990). Rossi (2004) describes program theory as consisting of the organizational plan which deals with how to garner, configure, and deploy resources, and how to organize program activities so that the intended service system is developed and maintained.

### **2.3.1.3 The Participatory Theory**

Participation theory has been defined by different scholar in the light of Project and program development. Jennings (2000) defined participation, as the total involvement by a local population and at times, addition stakeholders in the creation, content and conduct a program or policy designed to change their lives, built on the belief that, citizens can be trusted to shape their own future. So participatory developments always make use of local community's decision making and capacities to guide and define the nature of an intervention. Jennings added that, participatory requires recognition and much use of local capacities and avoids the imposition of priorities from the outside. It increases the odds that, the program will be on target and its results will be more sustainable.

### **2.3.1.4 The Theory of Change**

This is another theory that guided the study. Different scholars have described the theory in various perspectives. According to INSP (2005) described the theory of change as “articulation of the underlying beliefs and assumptions that guide a service delivery strategy and are believed to be critical for producing change and improvement. Theories of change represent beliefs about what is needed by the target population and what strategies enabled them to meet those needs.

They establish a context for considering the connection between a system's mission, strategies and actual outcomes, while creating links between who is being served, the strategies or activities that are being implemented, and When using the Theory of Change in Monitoring and Evaluation stage during the project implementation will provides feedback on whether a project, programme is on “track” so as to accomplish

the desired change in the community and if the project is evolving as anticipated in the project design.

### **2.3.2 Monitoring and Evaluation in Project Management**

PMBOK (2001) explains that monitoring and control of project work is “the process of tracking, reviewing, and regulating the progress to meet the performance objectives defined in the project management plan”. It further explains that monitoring includes status reporting, progress measurement, and forecasting. Performance reports provide information on the project’s performance with regard to scope, schedule, cost, resources, quality, and risk, which can be used as inputs to other processes.

M&E of projects can be of great importance to various players including project sponsors as it would ensure similar projects are replicated elsewhere as witnessed in various projects undertaken by the financial sector, which revolve around a few areas (Marangu, 2012).

Through the review of literature, the researcher singled out three major aspects in relation to M&E in project management. The three aspects include strength of the monitoring team, approaches to M&E and stages in project lifecycle. These three aspects are explained in the subsequent paragraphs

#### **2-3-2-1 Strength of the monitoring team**

Naidoo (2011) noted that if the M&E function is located in a section or associated with significant power in terms of decision-making, it is more likely to be taken seriously. He further explained that M&E units want to be seen as adding value, and must for their own perpetuation be able to justify their efforts hence M&E managers need success factors to bolster their credibility. This means that the

monitoring team needs to be enhanced and strengthened in order for it to have more power which will increase its effectiveness. In addition to power of M&E team's other factors also play an important role in strengthening monitoring teams which includes: frequency of scope monitoring to identify changes, Number of persons monitoring project schedule, Extent of monitoring to detect cost over runs, (Ling et al, 2009).

### **2.3.3 The Need for Monitoring & Evaluation in Project Management**

Whenever development plans are updated as per the evolving context, it is necessary to document the rationale for such changes. M&E is important as it provides evidence to base such changes through informed management decisions (UNDP, 2009: 82). In development interventions, current trends employ M&E as an integral part of project management. But contrary to these some development partners' while planning pay little or no attention for it (World Bank, 2004). M&E plan, as an integral part of the overall project plan, depending on the size of the project, could include: - Responsible parties for M&E, issues to monitor & evaluate, and methods employed, resources and plan for dissemination of findings (MA, 2013).

### **2.3.4 Policy Review**

A new water policy (NAWAPO) was launched in 1991. A new target was established: to provide clean and safe water to the population within 400 meters of their households by the year 2002. But unfortunately the NAWAPO of 1991 failed due to the fact that, Central government was the sole investor, implementer and project Manager in both rural and Urban Water projects, leading to the Launching of another Water policy in 2002. Jiménez & Pérez-Foguet (2010) put forward that, in the 2002 Water Policy, the central government plays the role of coordinator and facilitator in the water



sector, and the district level holds the main responsibilities for implementation. The approach to service delivery is the aforementioned demand-response approach, whereby: communities should demand, own, and maintain their water services and participate in their design; full operation and maintenance costs are their responsibility; and they have to provide part of the capital costs through cash and kind.

### **2.3.5 Criteria for Project Evaluation**

The common criteria used in classifying project evaluation are (1) Time and (2) Responsibility. On the basis of timing we may have: Interim evaluation that takes place at one point in the life of a project; Terminal evaluation that occurs at the end of a project; and Ex-post evaluation that occurs after project completion. On the basis of responsibility: Self-evaluation may be carried out by person(s) directly involved in the project. This is carried out by executing agency; and External evaluation is done by outside consultant.

### **2.3.6 List of Projects a Local Government Can Execute**

The express goal for establishing local government is to bring government and by extension development to the grassroots levels. It is therefore incumbent on local government to carryout development projects in its area of authority. Some of such projects include:

- (i) Rural feeder roads, waterways, canals, bridges, culverts, etc.
- (ii) Transportation services like mass transit programs, motorcycle mass transit/hire purchase services, ferry services, jetties, etc.
- (iii) Petrol (Filling) stations.

- (iv) Cottage industries – like palm oil, fruit processing, palm kernel cracking/oil processing, soap/cosmetic making projects, feed mill/bakery projects, etc.
- (v) Construction of markets and motor parks.
- (vi) School services like day-care centers; nursery; primary and post primary schools; adult education centers; commercial schools; technical and vocational schools; skills acquisition centers; libraries.
- (vii) Poultry farms/fish pond projects.
- (viii) Council pharmacy shops/medicine, stores, restaurants and supermarkets;
- (ix) Rental services/entertainment services.
- (x) Local government community banking services.
- (xi) Recreation centers; stadium; open spaces; viewing centers, etc.
- (xii) Health and human services like hospitals, health centers, dispensaries, maternity homes, clinics, etc.
- (xiii) Rural water and sanitation services.
- (xiv) Rural electrification projects.
- (xv) Council mechanic workshops/spare parts stores.
- (xvi) Agricultural equipment/tools; irrigation projects; dams; soil conservation services; experimental and demonstration farms; storage, preservation and processing facilities; marketing and distribution services; agro-service centers; watering and drainage services; improved seed' services; etc.

### **2.3.7 Project Monitoring in Local Government**

Lawal and Onohaebi (2010) opined that monitoring of projects by relevant bodies is essential and of greatest benefit because of the improved insight they provide

concerning project completion status. The best-laid project can go awry if not properly monitored. Through proper monitoring, delays can be readily identified, periodic reports that are made is also very helpful. There must be professionally qualified personnel appointed to monitor the progress of the project. Thus, project management, especially in the public sector involves monitoring and control techniques by project managers and supervisors, physical observation and assessment of work initiated and executed by the project managers.

Monitoring may be done by the following: Project consultants who monitor and sign certificates of performance as well as certificate of completion. Such certificates provide the basis for payments; Local government officials other than the technical staff; Monitoring by the local government service commission; Monitoring by the state ministry of finance Monitoring by the state assembly; and Value for money checks by the office of the auditor general etc.

#### **2.3.7.1 Challenges for Project Monitoring and Evaluation in Local Government**

While local governments are constitutionally mandated to carry out projects aim at improving the welfare and wellbeing of the people within its jurisdiction, there are several constraints facing project M&E at the local government level. It is instructive to state at this juncture that project failure is a common phenomenon in the Tanzania local government system. Any project that is not properly monitored and evaluated will definitely result into project failure. First and foremost is lack of definition of the problem addressed, program intervention being made, the expected direct outcome of that intervention, or expected impact on the overall society or on the problem addressed are not sufficiently well defined to be measurable.

Lack of definition is a failure to make clear agency objective(s), legislative statement of project goals are often vague and even contradictory. This is particularly true in social legislation where the aims are diffuse and frequently represent aspirations cast in rhetoric. For example, improving the quality of urban mass transit, teaching citizenship education, fostering inter-ethnic and inter-religious cooperation, providing better life for rural women, reducing crime rate in the communities. Basically, those in government feel an urgent need to something about such problems, but are not sure exactly what often the interest of different groups. Different group interest often leads to compromise in the legislation to be passed.

Akpobakah and Obioma (2002) identified some factors that can cause project failure in the public sector to include budget indiscipline, meaning implementation of projects not included in the plan or the budget while neglecting, under funding or abandoning those in the plan/budget. However, in recent time, this has been minimized as the National Assembly and some States Assembly frown at it. The Anti-Corruption Act also provides that if you award a contract for which no funds have been duly appropriated, you could go to jail. Implementing too many projects at the same time as a result of lack of proper prioritization has been identified as another significant factor which can account for project failure.

There is also the challenge of unstable political environment at the local government level as witnessed by the constant interference of state governors coupled with global economic melt-down. Projects are abandoned when revenue shortfalls occur or the sources of funding dry up. They also get abandoned when new helmsmen decide to embark on new projects rather than complete ongoing ones. Yet, inappropriate timing

of budget releases, untimely payment of performance certificates, community and labour problems, contractor's default, inaccurate assessment of project environment such as soil, topography, seasonal factors, etc. as well as non-involvement of beneficiaries and other stakeholders in formulating certain projects are other factors responsible for project failures.

Absence of community involvement in projects initiation and monitoring may result into shoddy deals and poor project execution. This could pose security risk for the, project itself as its safety cannot be guaranteed. Community participation will give the people sense of belonging in the execution of a project and help to guarantee that standards are maintained. The use of modern management techniques has not been well embraced in most local government. Not a few of them still operate manually. Utilization of modern management techniques such as Management by Objectives (MBO), Zero budgeting system, plan performance and budgeting system and so on are necessary for efficient and effective project control. A system of management by objective, aims at improving the performance of an organization by motivating, assessing and training employees through integrating their personal goals with organizational objectives. This very important component of organization's operations is yet to be fully integrated and embraced in project management at the local government level.

Inadequate finance is always a perennial challenge facing project management in local governments. Most local governments are created for cheap political goals rather viability, thus, only exist to compensate political party loyalist who could not get appointments at the federal or state levels. Many projects are abandoned in most local

governments due to inadequate funds. The flow of funds cannot be fully guarantee especially where there is fluctuation in World oil prices, mismanagement and corruption as well as failure to explore internal sources of revenue. The alternative of internally generated revenue is hindered by corruption and mismanagement of funds at the local government level.

Paucity of qualified personnel is yet another major handicap faced by local government. Local government is the least attractive of the three tiers of government in Nigeria. Human capital available to local government is inadequate when compared with those of state and federal governments. This affect local government's project and program initiation, execution, monitoring and evaluation as capable hands are in short supply. The phenomenon of brain drain has not helped the dearth of personnel at this level of government.

Another perennial problem facing local government is political and governmental instability, which has given rise to policy inconsistency and atrophy. Frequent changes of government officials, commissioners and so on, leads to the death of many project because every local government official newly appointed comes in the fold with different policy thrust that may stall on-going projects.

#### **2.3.7.2 Disparities &Complementary Features of Monitoring &Evaluation**

Monitoring and evaluation (M&E) often get grouped together and understood as the same process. This factsheet outlines the two processes and explain show they differ in their application in the development sector. Monitoring as depicted in Table 2.1, is a basic part of project management objectively focus on determining efficiency so as to facilitate an early adjustment, is a continues feedback system, involve tracking of

inputs, process, output and work plan, whose result primarily used by project implementers. Evaluation on the other hand objectively focuses on assessing impact, carried out periodically, and its result usually is used by donors and other stakeholders in future program/project design.

**Table 2.1: Major Disparities of Monitoring and Evaluation**

	<b>Monitoring</b>	<b>Evaluation</b>
Timing	Continuous throughout the project	Periodic review at significant point in project progress – end of project, mid point of project, change of phase
Scope	Day to day activities, outputs, indicators of progress and change	Assess overall delivery of outputs and progress towards objectives and goal
Main participants	Project staff, project users	External evaluators / facilitators, project users, project staff, donors
Process	Regular meetings, interviews, monthly, quarterly reviews, etc.	Extraordinary meetings, additional data collection exercises etc.
Written outputs	Regular reports and updates to project users, management and donors	Written report with recommendations for changes to project – presented in workshops to different stakeholders

Source: Field Data, 2017

**Table 2.2: Difference levels for Monitoring and Evaluation (Fowler 1997, 164)**

<b>Point of measurement</b>	<b>What is Measured</b>	<b>Indicators</b>
Outputs	Effort	Implementation of activities
Outcomes	Effectiveness	Use of outputs and sustained production of benefits
Impact	Change	Difference from the original problem situation

Source: Field Data, 2017

Though monitoring and evaluation as illustrated on table 2.1 are two separate activities they have complementary function in development programs/projects. The common features which highlight the relationship and complimentary between the two as follows:

- (i) Both monitoring and evaluation employ similar data collection and analysis system.
- (ii) Indicators for monitoring could be included in the range of information required for evaluation. After highlighting Disparities & complementary features of monitoring and evaluation it is Imperative to show need of considering monitoring and evaluation in planning.

## **2.4 Empirical Review**

The basic idea of this literature is that, consistency application of Monitoring and Evaluation practices helps much in sustaining projects due to the fact that M&E systems emphasize on making statistically defensible measurements of project impacts and the project should be assessed primarily on the basis of their impacts and that impact should be understood as a change in the population compared to what would be expected in the project's absence.

### **2.4.1 Empirical Studies in the World**

According to UNDA (2012) study on “Water quality in Central Asia”. aiming at reviewing relevance, effectiveness and efficiency of the project and to include recommendations for possible further work on water quality cooperation. It observed the absence of Governments strong interest in allocating sufficient budget for Monitoring and Evaluation activities to ensure water quality and long term sustaining



of water projects, as it act as prerequisite for concentrated and mutually integrated efforts towards project progress and suggested to have understandable and common ground for evaluation and decision-making within the coherent and comparable framework of water quality monitoring, management and regulation.

#### **2.4.2 Empirical Studies on Sub-Saharan Africa**

Tadesse *et al* (2013) on the other hand, made studies on “Rural Water Supply Management and Sustainability” in Adama area in Central Ethiopia .The study aimed at assessing issues such as community participation, water committee empowerment, management and governance of water supply schemes, functional status of water supply scheme, external support, and Monitoring and Evaluation system of water supply schemes, whereas both Qualitative and quantitative data were collected from 4 samples of water schemes and a total of 148 representatives households and the findings, revealed that, the rate of community participation and implementation of water supply schemes was very good but the collection and control mechanisms as well as management of Monitoring and evaluation of the operation and management of the schemes were still very poor. The study lastly recommended on the provision of trainings and refresher training in order to scale up the capacity of water committee to manage the water schemes properly.

However, Montgomery (2009), on his study on “Increasing Functional Sustainability of Water and Sanitation Supplies in Rural Sub Saharan Africa”, goes further by identifying most challenges facing Water projects in ensuring sustainability, including absence of systematic documentation of failed schemes or consequences for providers who invest in, and are at least partially responsible for, poorly functioning or

unsustainable water and sanitation systems, also ineffective M&E system due to few allocated fund. Also he cited the function ability and sustainability of water in various sub-Saharan Africa, whereas in the study in South Africa documented that as many as 70% of boreholes in the Eastern Cape were not functional. Also, Montgomery (2009) quoted Haysom (2006) on survey of 7,000 wells and boreholes in Tanzania founded that an average of 45% were in operation and only 10% system that were 25 years old were still functioning. So, the Tadesse and Montgomery's studies seem to be similar on problem of ineffective/poor sustainability of water projects caused by poor M&E.

Furthermore, Ihuah *et al* (2014) in their study on “Rural Water Supply projects and Sustainable Development in Nigeria and Ghana”. The purpose of the study was to review the sustainability issues that are associated with rural community water provision and some of the challenges experienced in Niger Delta region of Nigeria within the context of project benefit sustenance. The study used Qualitative research methodology and undertaking comparative review of MPP in Nigeria and VRCWSP in Ghana. Later the study revealed that, there was ineffective Monitoring and Evaluation procedures and poor assessment of water projects, to be integrated into the implementation and post-operational management of hand pumps water supply systems, as a result it led to the absence of Sustainability and suggested on the use of community based and community driven project management options of the community rural water supply as a credible alternative towards long-time water projects sustainability. Also another suggestion was to encourage the post-project management approach plus monitoring, evaluation and reporting which is the pivotal to the other factors.

### **2.4.3 Empirical Studies in Tanzania**

In Tanzania context, according to Jiménez & Pérez- Foguet (2010), on the study on “Challenges for Water governance on rural water supply; Lesson learnt from Tanzania”, has the purpose of identifying and analyzing key issues that impact the governance of rural water services in Sub-Saharan Africa, Tanzania as a case study. The study analysis was based on the combination of Literature review, extensive fieldwork and research case studies, which were carried out between 2005 and 2009. Both Quantitative data from Water point mapping studies, and also Qualitative data from fieldwork and interview which were conducted in four rural district including Kigoma rural, Same, Iramba and Nzega, were all used as research methodology.

The study revealed the presence of weaknesses that continue to undermine the poverty eradication at different level (from local to national), they include lack of sustainability of constructed water infrastructure; difficulties for targeting the poor; and inadequate internal information systems. The suggestions were Policy recommendations to entail new paradigms for the provision of rural water supply, adoption of water supply as a service that is monitored, evaluated and supported by the government, needs-based allocation of projects at community level; and improving guidance for local government decision making. Jiménez & Pérez- Foguet (2010), added that, the sustainability of rural water supply programmes remains a challenge especially in Sub-Saharan Africa, whereas in Tanzania, a recent study estimates that, 46% of public improved water points in rural areas do not work or function, the reason being, limited role that decentralized government with regard to M&E regulation and technical support among other factors. They added that, Tanzania had experiencing

overtime decreasing functionality rate of various water points including hand pump, which decreased from 61% to 8% in the 30-year period, Motorized system from 79% to 17% in the same period and gravity fed system from 67% to 19%, and the reason among others being ineffective M&E systems. Apart from that, Ole, T (1988) on his study on “‘Watering white elephants? Lessons from donor funded planning and implementation of rural water supplies in Tanzania’

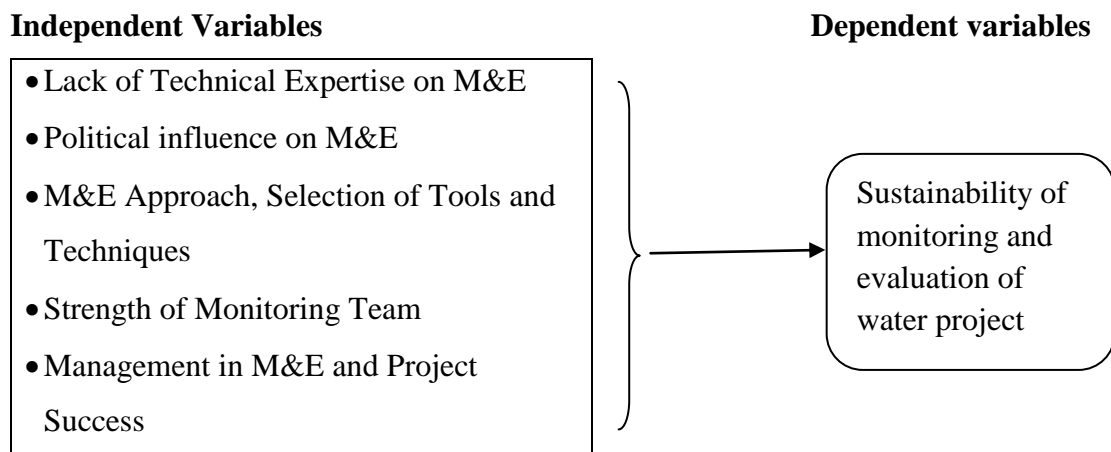
## **2.5 The Research Gap**

Recent studies have been conducted focusing on the roles and implication of M&E as a basic tool applied in most of development projects including water projects, for the sake of bringing about the expected outputs, outcomes and impacts so as to solve challenges in the community. Those studies include, Loitare (2011), on “‘role of M&E for improving performance of development projects in Tanzania’”, also Ramothamo (2013) on “‘M&E of HIV/AIDS donor funded projects in Maseru, Ethiopia’” and. Both of these Authors managed to assess the roles of M&E in bringing performance to Projects but unfortunately, they didn’t clarify clearly the contribution made by M&E systems in improving the long-term Sustainability of those projects basing on the key sustainability indicators like Environmental, Financial, Social/Economic, Institutional and Technical Aspects. Therefore, this study centers in fulfilling that gap, on the challenges in practicing M&E for local Government Water projects in Mkuranga.

## **2.6 Conceptual Framework**

On the basis of the review of literature as explained in the immediate previous sections, the conceptual framework is a combination of the various findings in literature have been grouped and arranged to a framework which will guide. This

study was guided by the framework (see Figure 2.1) below, Conceptual framework is a diagram that illustrates the relationships among relevant factors that may influence the successful achievement of goals and objectives. It helps determine which factors will influence and how each of these factors might relate to and affect M&E practices in water project execution (Science Journal of Charles G. Kamau and Humam Bin Mohamed 2015- Efficacy of M&E Function in Achieving Project Success in Kenya:). This research looks at the challenges of M&E practices for local government executing water projects. These challenges are Lack of Technical Expert in M&E; Political influence on M&E, Management in M&E and project success, M&E Approach, Selection of Tools and Techniques, and Strength of M&E team. This study was strive to show how each as well as combinations of the independent variables contribute to the challenges of an M&E practices in local government.



**Figure 2.1: Conceptual Framework for Monitoring and Evaluation**

Source: Own constructed 2017

## 2.7 Theoretical Framework

Theoretical framework generally base on the keys fundamental issues from the conceptual design, which stands as important approaches for project success in water

projects. In order to ensure Long term Sustainability of water projects, the project management and other stakeholders should put into high consideration the application of M&E practices throughout the project life time. The following are the determined M&E practices or tools that help in ensuring sustainability of Water projects.

The First tool is Project Report (PR). It is a M&E practice aims to assess the outputs and outcomes indicators; the most significant changes that have occurred as a result of the project, the challenges and constraints, and recommendations for the following year. This can be done through field visits, participatory workshops, key informant interviews, household interviews, and focus group discussions with Community and other project stakeholders who are the key beneficiaries and partners of the project (Rioux 2011). The total participation of local community in providing genuine information about the progress of the project was help greatly to sustain the project for a fairly long time.

The Second M&E practice is Field Visit. This is a tool aims to validate the results reported by programmes and projects. They are of particular importance to large, key programmes and projects that are essential for outcomes; they involve an assessment of progress, results and problems and may also include visits to the project management or directorate (UNDP 2009). The field visit in cooperate team staffs and the entire community visiting the project area and conduct some meetings with people, and such joint is often an efficient way to obtain a comprehensive overview of the project progress. As far as the visit involves community to collect the information about the status of the project, those information will later be helpful in improving the whole project and enhancing long time functionality. URT (2008) on the Water sector

performance report 2007/2008 asserted that, “Field visit is crucial because it assess the performance on programme implementation including financial management, procurement, quality of works; capacity of the entity and safeguard issues”.

The Third, tool is M&E plan, which aims to provide a structure which was allow project planners and evaluators to specify the components of their activities and also it identify budget and use of the logical frame work. This linkages between a set of means and a set of ends of the project. The LFA is an integral part of the programme and project design also is the approval documentation that seeks to achieve the Result Based Management (RBM) and less input oriented. Magigi (2014) added that, Community and Stakeholder participation is an ingredient when using LFA for project design since it helps to build the necessary level of understanding on the progress of project so as to achieve the Result Based Management(RBM) and ensuring sustainability of particular projects.

Lastly, Participatory Approach (PA) is the most common method or tools used in M&E which involves a range of Visualization, interviewing and group work method. This technique have proven valuable in enabling people to express their views and share information, in uncovering their realities and priorities and in stimulating discussion and analysis. Usually PA takes place in groups and hence it encourage wider participation from Local community and other important stakeholders and allows for cross-checking of information generated (Estrella and Gaventa 1997). By so doing it is obvious that the whole community was developed the sense of ownership of water projects and hence the sustenance of such projects were realized.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The chapter discusses the methodology that was used in conducting research. It covers the research Philosophy or Paradigm that guided the entire research, explanation on Survey population/Area of study, Sampling design and procedures, Variables and measurement procedures, methods of data collection and lastly the data processing and analysis using specified techniques.

#### **3.2 Research Philosophy**

The study used Positivism Research philosophy as a guiding paradigm. Saunders(2009) quoted Remenyi *et al* (1998) that, “Positivism prefers working with an observable social reality and that the end product of such research can be law-like generation similar to those produced by the physical and Natural scientists”. The Philosophy of Positivism stands on the idea that, only phenomena that you can observe will lead to the production of the realistic information. Saunders (2009) put forward that, to generate a research strategy to collect data, one should use or apply the existing theory to develop hypotheses, which later was tested and confirmed in whole or refuted leading to the further development of theory and research.

In the light of Saunders ideas, the study used “Participatory theory” and “Theory of Change” in generating hypotheses of the research because through the guidance of these theories it was much easily to produce the plausible data.



### **3.3 Research Design and Strategies**

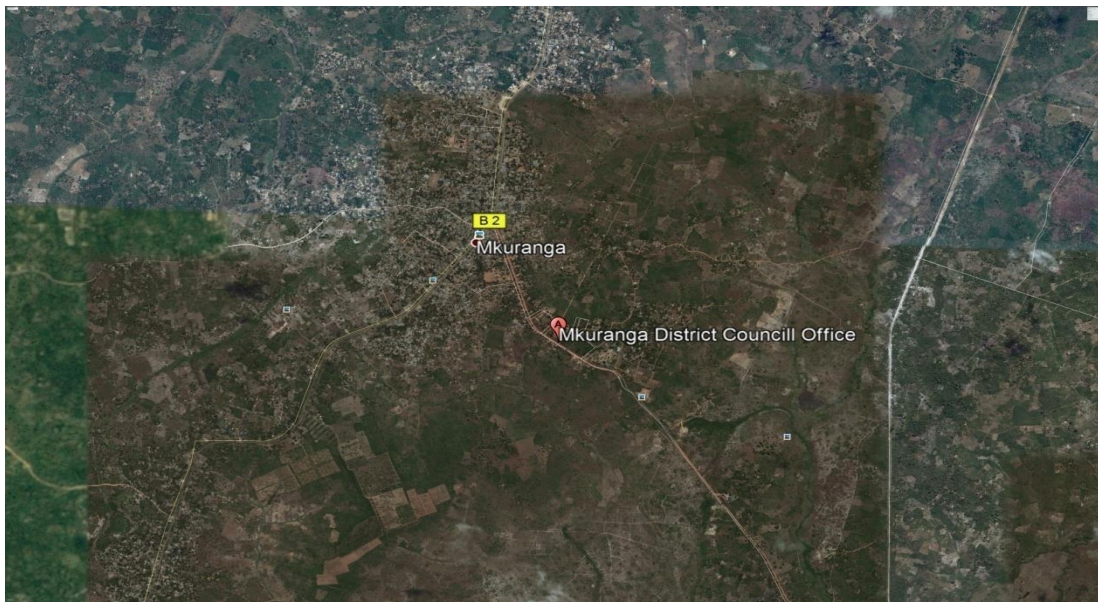
According to Saunder *et al* (2009), described Research design as the general plan of how the researcher were about answering his/her questions basing on the clear objectives of the particular research. It also describes the sources from which the researcher intends to collect data and much consideration on constrains which are often inevitably like access to data, time, location and money. The study used Explanatory (causal relationship) design. Kothari (2004) adds that, hypothesis-testing studies (Explanatory studies) are those, where the researcher tests the hypothesis of causal relationships between variables and require procedure that reduces biases and increase reliability. The Explanatory design was very useful in the study because it permitted, drawing of inferences about the causality (relationship) between the two variables which are M&E and challenges.

Both qualitative and quantitative method were used because they supplement each other. The qualitative approach mainly used to describe subjective assessments, analyses and interpretation of attitudes, opinions, and behaviors of the respondents as expressed verbatim from interviews and focus group discussions (Mugenda and Mugenda, 1999).

#### **3.3.1 Area of the Research Study**

The study was conducted at Mkuranga on the Challenges in practicing Monitoring and Evaluation of water project. Mkuranga is one among the district in Pwani region with a nature of rural setting, and is the district that faces the problem of poor sustainability of water projects, which is caused by inconsistency Monitoring and evaluation systems. Mkuranga District is one among the fast growing district in Tanzania due to

introduction of Industries which inspired investors due to the availability of Natural gas from Southern part of Tanzania. Therefore the population increase according to URT (2013), the 2012 Population and Housing Census estimated the population of Mkuranga district to be 229,921 people, The district faces unsustainable water supply projects despite its fast growing, is also another reason why the study was opted conducting research in this district.



**Figure 3.1: Map of Mkuranga District**

Source:Goggle Map 2017

### **3.3.2 Survey Population**

The study on the challenges of M&E practice of water projects involved 55 employee from Mkuranga district, the study identified the research respondents including staff in water offices and other staff from different section in Mkuranga district.

### **3.4 Sampling Techniques and Procedures**

This researcher used purposive sampling technique to sample Local Government officers, staff officer from water section to be interviewed. The technique

were therefore applicable for purposive sampling which involve identifying and selecting individuals or groups of individuals that was knowledgeable about or experienced with a phenomenon of interest (Flick, 2009; Imas and Rist, 2009).

#### **3.4.1 Simple Random Technique**

This research employed a Simple random sampling technique whereas people within a research population were equal chance of being interviewed. The application criterion for this technique is because the study wished to explain the predicted or generalize results of the whole research population. In addition to that, illustration of this Technique (sampling) is to deal with a specific issue or problem and to show how the focus of the research and the methodology leads to the use of different sampling methods.

#### **3.4.2 Non-probability Sampling**

Purposive sampling was used to describe the challenges faced application of M&E practices in Sustainability in Water projects at Mkuranga district. The study consulted District officials in Water Department (M&E staffs). The mixture of sampling techniques within one research was to figure out, eliminate and overcome the disadvantages found within different procedures.

### **3.5 Sample Size**

Normally, an optimum sample is one which fulfills the requirements of efficiency representativeness, reliability and flexibility. In order to get numerous perspectives in the area of the study on the issue of the practice of M&E in improving Sustainability in Water projects has consulted about 55 respondents According to Magigi (2015)

proposes the use of Slovene's formula to calculate appropriate sample of the study which is optimal. Therefore, the Solvene's formula can be stated as,

$n = N / (1 + Ne^2)$ . Whereas:

$n$  = number of sample,  $N$  = total population,  $e$  = Level of precision error/sampling error

Then:  $N = 55$  people,  $e = 10\%$ ,  $n = ?$

From the formula:

$n = 55 / (1 + 2215 * 0.1^2) = 35.48$  (because you can't sample a fraction of person or thing)

Therefore:  $n = 35$

To achieve these 35 employees were consulted and interviewed and were given Questionnaires which include District water Engineer, Planning Officer, and District Executive officer and District officials including Water Department.

**Table 3.1: Shows the Sample Size for the Study in Mkuranga District**

S/N	Type of Respondents	No. of Respondents
1.	District executive Director	1
2.	District water Engineer	1
3.	Planning Officer	1
4.	District officials including Water Department	32
	<b>Total</b>	<b>35</b>

Source: Own constructed 2017

### **3.6 Variables and Measuring Procedures**

The research collected both qualitative and quantitative information that were gathered through semi-structured interviews, questionnaires, documentary reviews,

and reflective journals. Both qualitative and Quantitative information from the research, were used to help the researcher in gaining access and developing trust with the community or respondents. The researcher wished to know the specific information collected from the respondents which were compared and constructed with information collected from various literature resources like Books, journals, dissertations and internets.

Questions were prepared well and distributed to every respondent during interview session. The variable like M&E and Sustainability were measured by observing the results and participation of the respondents. M&E as Independent variable was measured by providing Questionnaires, which intended to identify the presence of Technical expertise of M&E, Lack of strong team for M&E, Political influence, M&E approach, selection of tools and techniques, Management in M&E and project success and the use of M&E plan.

On the other hand, Challenges of M&E practice as an Dependent variable was measured by identifying time, cost/budget, quality, technical requirement, user satisfaction and achievement objective of the water projects in villages, together with examining whether the projects have sufficient funds to run themselves in a sustainable way. By measuring variables through well framed Questionnaires, the Validity and Reliability of research findings had been ensured.

### **3.7 Methods of Data Collection**

This research or study used two kinds of data namely; Primary data and Secondary data and the data that were collected were both Qualitative and Quantitative.

### **3.7.1 Primary Data**

The Primary data are those which are collected afresh and for the first time, and thus happen to be original in character (Kothari, 2004). These are the original information collected directly from the respondents. The study obtained more of Primary data through interviews and questionnaires from various respondents. The data collected through primary sources included challenges in implementing M&E practices and nexus between project monitoring, evaluation and project performance; identify best approaches in improving M&E practices applied in water project in Mkuranga district.

### **3.7.2 Secondary Data**

Secondary data refers to the statistics that already exist Chuchil & Lucobucci (2002). The secondary data in this research were obtained from different sources including, M&E reports of respective water projects from water department and village water committees in Mkuranga, Internet and Magazines. Generally both Primary and Secondary data were collected by using the following techniques.

## **3.8 Data Collection Techniques**

### **3.8.1 Questionnaires**

The study used two types of Questionnaires namely; Close ended and open ended questionnaires. Open ended allows respondents to give any answer, while Close ended questionnaire, requires respondents to provide fixed answers by choosing the right one or the appropriate one. The study used these methods so as to offer a change of pace and help respondents to establish rapport in providing genuine information. The group of respondents that Questionnaires were distributed includes, District officials in Water Department at Mkuranga District office.

### **3.8.2 Interviews**

The study carried out the research using face to face interviews with respondents at Mkuranga district, District executive Director, District water Engineer and Planning Officer, The information collected from interview was used to supplement information gathered through Questionnaires.

### **3.8.3 Documentary Review**

The study employed the documentary review in collecting data as Second hand information; it consulted studying written documents such as M&E reports from District offices and village committees.

## **3.9 Reliability and Validity of the Data**

Reliability refers to the extent to which the data collection techniques or analysis procedures were yield consistent findings (Easterby-Smith *et al.* 2008). This means that, the measuring procedures to produce the same results on the other occasions and also the observation produced from the findings to be equal to other observers. The reliability of the research was ensured by preparing the questionnaires with the same questions (anonymity) to all respondents. Also, the analysis has been carefully done, to ensure that the data obtained to be similar to what i had thought and the time to collect data through interview and questionnaires were be neutral so as to avoid participant error.

Validity refers to refers to the extent to which a test measures what we actually wish to measure, it indicates the degree to which an instrument measures what it is suppose to be measured, Kothari (2004). Validity of this study was attained through providing

an adequate coverage of the topic together with choosing the appropriate sample of the universe which is 35 respondents. In addition to that, the study results were compared or associated with the set of other studies done by various researchers for the purpose of identifying how many the results matches with other researcher works.

### **3.10 Data Processing and Analysis**

All responses to each question collected from the field study on the research were recorded in the special statistical software program called Statistical Package for Social Science (SPSS), but more specifically for Qualitative and quantitative data. In using SPSS in analyzing data, the study employed Descriptive methodology because it was simple to draw/display graphs, charts and tables. It also showed complete analysis in terms of Ratio, Age, education and others. Also descriptive methodology is simple to use and interpret data. Data assembling and recording were designed into the matrix form, providing the framework for analysis and interpretation in Chapter Four.



## **CHAPTER FOUR**

### **PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS**

#### **4.1 Introduction**

This chapter presents analyses and discussion of research findings the challenges in Practicing Monitoring and Evaluation in Local Government executing water projects in Mkuranga, Tanzania. The findings are presented and analyzed in relation to the specific objectives of the study. The objectives of the study were: the challenges in practicing monitoring and evaluation in Local Government water projects in Mkuranga, Tanzania.

- (i) To identify the challenges faced by water projects in monitoring and evaluation practice at Mkuranga District.
- (ii) To examine the nexus between M&E and performance for water supply project.
- (iii) To identify the best approaches in improving M&E practices in water supply projects.

The results from the analysis could be applied as an integral assessment for all institutions, National, International and local institutions, on how to improve practice of M&E in water projects and other development projects through practice Monitoring and Evaluation systems as one among key drivers of projects' sustainability in any developing nation.

#### **4.2 Response Rate**

Response rate refers to the number of people who answered the survey divided by the number of people in the sample. It is expressed in the form of percentages (AAPOR,

2008). In this study, out of 35 questionnaires and interview that were conducted to respondents, 32 were returned, giving a response rate of 91.4%. According to Mugenda and Mugenda (2003) a 50% response rate is adequate, and a response rate greater than 70% is very good. Hence the response rate was satisfactory. This response rate can be attributed to the data collection procedures, where the researcher pre-notified the potential participants and applied the drop and pick method to allow the respondents ample time to fill the questionnaires.

**Table 4.1: Response Rate**

Questionnaires and interview Administered	Questionnaires and interview filled& returned	Percentage
35	32	91.4%

Source: Field Data, 2017

### **4.3 The Challenges Faced by Water Projects in Monitoring and Evaluation**

#### **Practice at Mkuranga District**

The first objective from this study aimed at finding the challenges faced by water projects in Monitoring and Evaluation practice at Mkuranga District, the questions were asked as per this objective.

#### **4.3.1 The Current Monitoring and Evaluation Practices Applied in Water**

##### **Projects**

The question was intended to find out the current Monitoring and Evaluation Practices Applied in Water Projects at Mkuranga district, to accomplish this question sub questions were asked to the respondents such as field visiting, if existing M&E information provide to program managers/officers to assist in decision-making and planning, if existing M&E implemented produces useful management report and if

existing M&E plans are there indicators that are clearly linked to the objectives of the program/project

#### **4.3.1.1 Field Visiting**

The respondents were asked if the existing M&E team have field visiting to the water projects. The findings show that the rate of field visiting is poor as 17(53.1%) of respondents indicated followed by 11(34.4%) of respondents who said it is average and 4(12.5%) of respondents said it is good. This implied that the current Monitoring and Evaluation practices applied in Water Projects is poor as they don't frequently filed visiting to check the projects and advise the community on the proper execution of water project.

**Table 4.2: Field Visiting**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Good	4	12.5	12.5	12.5
Average	11	34.4	34.4	46.9
Poor	17	53.1	53.1	100.0
<b>Total</b>	<b>32.0</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field Data, 2017

#### **4.3.1.2 Current M&E Information Provides to Program Managers/Officers to Assist in Decision-Making and Planning**

The question was posed to the respondents if current M&E information provides to program managers/officers to assist in decision-making and planning. The findings show that 11(34.4%) of respondents were strongly disagree and disagree that M&E

information provided to program managers/officers to assist in decision-making and planning, 5(15.6%) of respondents were strongly agree, 4(12.5%) of respondents agreed and 1(3.1%) of respondents was neutral. This implied that M&E do not provide information to the program managers/officers to assist in decision-making and planning. Decision-making in water management requires the delivery of accurate scientific information as water is one of the most basic human needs and is indispensable to almost all economic activities, including agriculture, energy production, industry, and mining.

**Table 4.3: M&E Information Provided to Program Managers/Officers to Assist in Decision-Making and Planning**

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Strongly Agree	5	15.6	15.6	15.6
	Agree	4	12.5	12.5	28.1
	Neutral	1	3.1	3.1	31.3
	Disagree	11	34.4	34.4	65.6
	Strongly Disagree	11	34.4	34.4	100.0
	<b>Total</b>	<b>32.0</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field Data, 2017

#### **4.3.1.3 M&E Implemented Produces Useful Management Report**

The respondents were asked to the respondents if M&E implemented produces useful management report. The findings show that 13(40.6%) of respondents disagree that M&E implemented produces useful management report followed by 7(21.9%) of respondents who were strongly agree and strongly agree, 4(12.5%) of respondents agree, 1(3.1%) of respondents were neutral. This indicate that Monitoring and evaluation do not implement produces useful management report.

**Table 4.4: M&E Implemented Produces Useful Management Report**

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Strongly Agree	7	21.9	21.9	21.9
	Agree	4	12.5	12.5	34.4
	Neutral	1	3.1	3.1	37.5
	Disagree	13	40.6	40.6	78.1
	Strongly Disagree	7	21.9	21.9	100.0
	<b>Total</b>	<b>32.0</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field Data, 2017

#### **4.3.1.5 M&E Plans Are there Indicators that are Clearly Linked to the Objectives of the Program/Project**

The respondents were asked if M&E plans are there indicators that are clearly linked to the objectives of the program/project. The findings show that 13(40.6% of respondents disagree that M&E plans are the indicators that are clearly linked to the objectives of the program/project disagree, 10(31.3%) of respondents disagree, 5(15.6%) of respondents agree, 2(6.3%) of respondents were strongly agree and neutral. This implied that monitoring and evaluation are not indicator that are clearly linked to the objective of the program/project at Mkuranga district

**Table 4.5: M&E Plans are there Indicators that are Clearly Linked to the Objectives of the Program/Project**

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Strongly Agree	2	6.3	6.3	6.3
	Agree	5	15.6	15.6	21.9
	Neutral	2	6.3	6.3	28.1
	Disagree	13	40.6	40.6	68.8
	Strongly Disagree	10	31.3	31.3	100.0
	<b>Total</b>	<b>32.0</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field Data, 2017

#### 4.3.2 Challenges in M&E Practice on Water Project Execution

The study examined the challenges of M&E Practice faced by the Local government executing water project the results are as shown in Table 4.6. Employees related challenges in practicing M&E including Lack of technical experience influence assessment on M&E, Political issues influence assessment on M&E, Inappropriate M&E approach, selection of tools and techniques influence M&E assessment, Less strength of monitoring team and Weak management in M&E. The respondents rated four highest mean, Less strength of Monitoring team was rated highest means 2.6 followed by Political issues influence assessment on M&E and Inappropriate M&E approach, selection of tools and techniques influence M&E assessment with mean of 2.4, lack of technical experience with 2.22 and weak management with a mean of 1.7. This implied that M&E in water project execution have less strength of monitoring team, political issues and inappropriate M&E approach.

**Table 4.6: Challenges in M&E Practice on Water Project Execution**

	Mean	Std. Deviation	N
Lack of technical experience influence assessment on M&E	2.22	1.184	32
Political issues influence assessment on M&E	2.4062	1.29164	32
Inappropriate M&E approach, selection of tools and techniques influence M&E assessment	2.4062	1.24069	32
Less strength of monitoring team	2.6562	1.42805	32
Weak management in M&E	1.7812	1.18415	32

Source. Field Data, 2017

#### 4.4 The Nexus Between Project M&E and Project Performance for Water

##### Supply Project at Mkuranga District

The second objective intended to find out the nexus between project M&E and project performance for water supply project at Mkuranga District., the following questions were intended to measure the normal understanding to district officials on whether M&E have relation in performance in water projects or not

##### 4.4.1 Project Performance Depend on M&E

The question was asked to the respondents if project performance depend on M&E. the findings show that 13(40.6%) of respondents agree that project performance depend much on M&E followed by 10(31.3%) of respondents who were strongly agree, 5(15.6%) of respondents were strongly disagree, 3(9.4%) of respondents disagree and 1(3.1%) of respondents were neutral. This implied that project performance depend much on monitoring and evaluation of the entire project, it helps in improving performance and achieve results.

**Table 4.7: Project Performance Depend on M&E**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	10	31.3	31.3	31.3
	Agree	13	40.6	40.6	71.9
	Neutral	1	3.1	3.1	75.0
	Disagree	3	9.4	9.4	84.4
	Strongly Disagree	5	15.6	15.6	100.0
	<b>Total</b>	<b>32.0</b>	<b>100.0</b>	<b>100.0</b>	

Source. Field Data, 2017

Its goal is to improve current and future management of outputs, outcomes and impact. It is mainly used to assess the performance of projects, institutions and programs set up by governments, international organisations and NGOs. It establishes links between the past, present and future actions

#### 4.4.2 Bad Approach of M&E Influence Project Performance

The respondents were asked if bad approach of M&E influence project performance. The finding from the respondents showed that 11(34.4%) of respondents agree that Bad approach of M&E influence project performance, 9(28.1%) of respondents were strongly agree, 7(21.9%) of respondents were strongly agree, 4(12.5%) of respondents disagree and 1(3.1%) of respondents were neutral. This implied that bad approach of M&E influence project performance as Naidoo (2011) noted that if the M&E function is located in a section or associated with significant power in terms of decision-making, it is more likely to be taken seriously. He further explained that M&E units want to be seen as adding value, and must for their own perpetuation be able to justify their efforts hence M&E managers need success factors to bolster their credibility..

**Table 4.8: Bad Approach of M&E Influence Project Performance**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	9	28.1	28.1	28.1
	Agree	11	34.4	34.4	62.5
	Neutral	1	3.1	3.1	65.6
	Disagree	4	12.5	12.5	78.1
	Strongly Disagree	7	21.9	21.9	100.0
	<b>Total</b>	<b>32.0</b>	<b>100.0</b>	<b>100.0</b>	

Source. Field Data, 2017



This means that the monitoring team needs to be enhanced and strengthened in order for it to have more power which will increase its effectiveness.

#### 4.4.3 Poor Management in M&E Influence Project Performance

The question was posed to the respondents if poor management in M&E influence project performance. The findings show that 11(34.4%) of respondents agree that Poor management in M&E influence project performance, 8(25%) of respondents were strongly agree, 7(21.9%) of respondents were strongly disagree, 4(12.5%) of respondents disagree and 2(3.1%) were neutral. This implied that there is a good relationship between effectiveness of management in M&E on project management. Monitoring focuses on the management and supervision of project activities, seeking to improve efficiency and overall effectiveness of project implementation.

**Table 4.9: Poor Management in M&E Influence Project Performance**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	8	25.0	25.0	25.0
	Agree	11	34.4	34.4	59.4
	Neutral	2	6.3	6.3	65.6
	Disagree	4	12.5	12.5	78.1
	Strongly Disagree	7	21.9	21.9	100.0
	<b>Total</b>	<b>32.0</b>	<b>100.0</b>	<b>100.0</b>	

Source. Field Data, 2017

#### 4.4.4 The Roles and Responsibilities of Staff in M &E Clearly Defined and Documented

The respondents were asked if the role and responsibilities of staff in M &E clearly defined and documented. The findings show that 12(37.5%) of respondents were strongly disagree and disagree, 5(15.6%) of respondents agreed, 2(6.3%) of respondents were strongly agree and 1(3.1%) were neutral. This implied that the roles and responsibilities of staff in M &E are not clearly defined and documented as 75% of respondents indicated.

**Table 4.10: The Roles and Responsibilities of Staff in M &E Clearly Defined and Documented**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	2	6.3	6.3	6.3
	Agree	5	15.6	15.6	21.9
	Neutral	1	3.1	3.1	25.0
	Disagree	12	37.5	37.5	62.5
	Strongly Disagree	12	37.5	37.5	100.0
	<b>Total</b>	<b>32.0</b>	<b>100.0</b>	<b>100.0</b>	

Source. Field Data, 2017

#### 4.4.5 District Regularly Analyze Reports in order to Assess Achievements and Challenges

The question was asked to the respondents if district regularly analyze reports in order to assess achievements and challenges. The findings show that 10(31.3%) of respondents were strongly disagree and 8(25%) of respondents disagree, 7(21.9%) of respondents agree and 6(18.8%) of respondents were strongly agree and 1(3.1%) of respondents were neutral. The findings implied that district do not regularly analyze reports in order to assess achievements and challenges.

**Table 4.11: District Regularly Analyze Reports in order to Assess Achievements and Challenges**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	6	18.8	18.8	18.8
	Agree	7	21.9	21.9	40.6
	Neutral	1	3.1	3.1	43.8
	Disagree	8	25.0	25.0	68.8
	Strongly Disagree	10	31.3	31.3	100.0
<b>Total</b>		<b>32.0</b>	<b>100.0</b>	<b>100.0</b>	

Source. Field Data, 2017

#### 4.4.6 District has Documented Lessons Learned on Project Execution

The question was asked to the respondents if district has documented lessons learned on project execution. The findings show that 11(34.4%) of respondents disagree that district has documented lessons learned on project execution followed by 8(25%) of respondents who were strongly agree, 6(18.8%) of respondents were strongly disagree, 5(15.6%) of respondents agreed and 2(6.3%) of respondents were neutral. This implied that Mkuranga district do not have documented lessons learned on project execution.

**Table 4.12: District has Documented Lessons Learned on Project Execution**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	8	25.0	25.0	25.0
	Agree	5	15.6	15.6	40.6
	Neutral	2	6.3	6.3	46.9
	Disagree	11	34.4	34.4	81.3
	Strongly Disagree	6	18.8	18.8	100.0
<b>Total</b>		<b>32.0</b>	<b>100.0</b>	<b>100.0</b>	

Source. Field Data, 2017

#### 4.4.7 District Provide M&E Training for Program and M&E Staff

A question was asked to the respondents if the district provides M&E training for program and M&E staff. The findings show that 12(37.5%) of respondents disagreed that the district provide M&E training followed by 9(28.1%) of respondents who were strongly disagree, 6(18%) of respondents were strongly agree that district provide M&E training for program and M&E staff, 3(9.4%) of respondents agree and 2(6.3%) of respondents were neutral. This implied that District do not provide M&E training for program and M&E staff?

**Table 4.13: District Provide M&E Training for Program and M&E Staff?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	6	18.8	18.8	18.8
	Agree	3	9.4	9.4	28.1
	Neutral	2	6.3	6.3	34.4
	Disagree	12	37.5	37.5	71.9
	Strongly Disagree	9	28.1	28.1	100.0
	<b>Total</b>	<b>32.0</b>	<b>100.0</b>	<b>100.0</b>	

Source. Field Data, 2017

#### 4.4.8 Information Recorded at Spot when and where an Activity is Implemented

The respondents were asked about the Information recorded at spot when and where an activity is implemented. The findings show that 10(31.3%) of respondents were disagree, 6(18.8%) of respondents agree that information recorded at spot when and where an activity is implemented, 5(15.6%) of respondents were strongly agree and 3(9.4%) of respondents were neutral.

**Table 4.14: Information Recorded at Spot when and where an Activity is Implemented**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	5	15.6	15.6	15.6
	Agree	6	18.8	18.8	34.4
	Neutral	3	9.4	9.4	43.8
	Disagree	8	25.0	25.0	68.8
	Strongly Disagree	10	31.3	31.3	100.0
	<b>Total</b>	<b>32.0</b>	<b>100.0</b>	<b>100.0</b>	

Source. Field Data, 2017

#### **4.4.9 System that Assists Staff in Capturing, Managing and Analyzing Program Data**

The respondents were asked about the system that assists staff in capturing, managing and analyzing program data. The findings show that 13(40.6%) of respondents disagree followed by 11(34.4%) of respondents who were strongly disagree, 5(15.6%) of respondents agree, 2(6.3%) of respondents were strongly agree and 1(3.1%) of respondents were neutral. This implies that system that assists staff in capturing, managing and analyzing program data

**Table 4.15: System that Assists Staff in Capturing, Managing and Analyzing Program Data**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	2	6.3	6.3	6.3
	Agree	5	15.6	15.6	21.9
	Neutral	1	3.1	3.1	25.0
	Disagree	13	40.6	40.6	65.6
	Strongly Disagree	11	34.4	34.4	100.0
	<b>Total</b>	<b>32.0</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field Data, 2017

#### 4.4.10 Properly Documented Data Question was Posed to the Respondents

A question was asked to respondents if Properly documented data question was posed to the respondents. The findings show that 12(37.5%) of respondents were strongly disagree followed by 10(31.3%) of respondents who disagree, 5(15.6%) of respondents agreed that properly Documented Data question was posed to the respondents, 3(9.4%) of respondents were strongly agree and 2(6.3%) of respondents were neutral. The findings revealed that Properly Documented Data question was not posed to the respondents.

**Table 4.16: Properly Documented Data Question was Posed to the Respondents**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	3	9.4	9.4	9.4
	Agree	5	15.6	15.6	25.0
	Neutral	2	6.3	6.3	31.3
	Disagree	10	31.3	31.3	62.5
	Strongly Disagree	12	37.5	37.5	100.0
	<b>Total</b>	<b>32.0</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field Data, 2017

#### 4.5 The best Approaches in Improving M&E Practices Applied in Water

##### Project at Mkuranga District

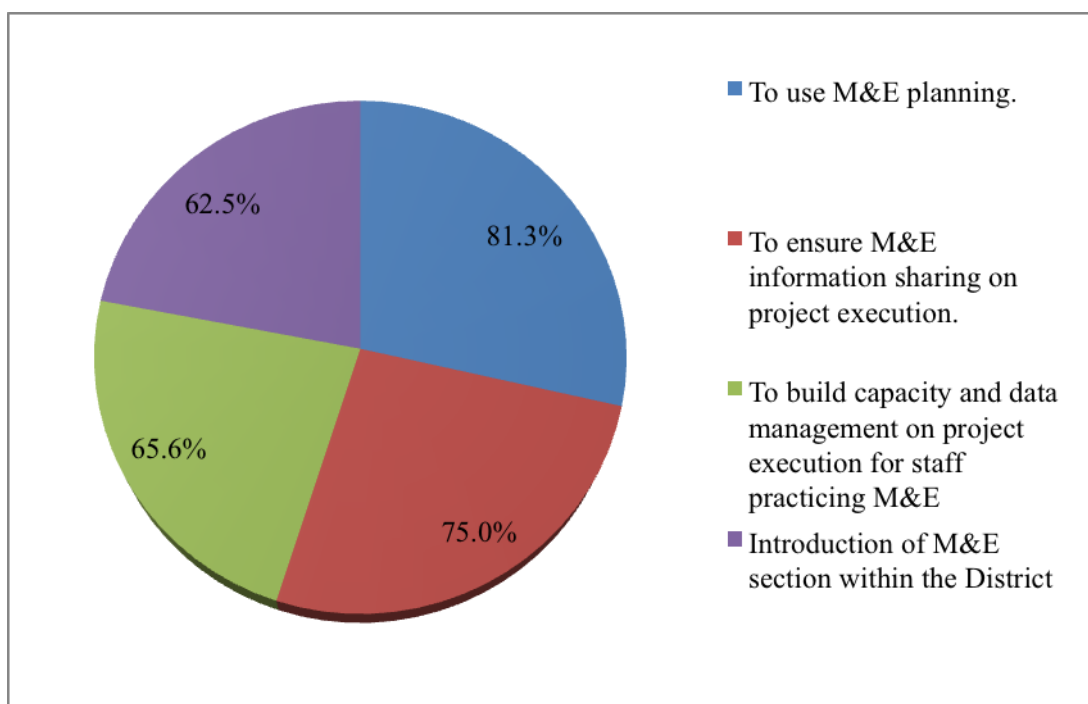
Third objective from this study aimed at finding the best approaches in improving M&E practices applied in water project at Mkuranga District, the following questions were asked to the respondents as per this objective.

##### 4.5.1 Proposed best Approaches in Improving Monitoring and Evaluation

##### Practices Applied in Water Projects in Mkuranga District

The question was asked to the respondents on the best approaches in Improving Monitoring and Evaluation practices applied in Water Projects in Mkuranga District.

The findings show that 81.3% of respondents said to use M&E planning, 75% of respondents said to ensure M&E information sharing on project execution, 65.6% of respondents said to build capacity and data management on the project execution to staff practicing M&E and 62.5% of respondents of said introduction of M&E section within the district.



**Figure 4.1: Proposed best Approaches in Improving Monitoring and Evaluation Practices Applied in Water Projects in Mkuranga District**

Source. Field Data, 2017

Several approaches were suggested aiming at improving the condition of Monitoring and Evaluation so as to bring impact on the progress of water projects, not the way it is practiced now days, where it is done few times, absence of Technical M&E personals, poor indicators for M&E in water projects, bad approach, selection of Tools, and Technique in M&E, and poor management within the District. The

proposed approaches to be considered are as follows, first to use M&E planning as 81.3% of respondents noted

The Second proposed approach is, to ensure M&E information sharing on project execution as 75% of respondents indicated. This involves provision of education so as to raise awareness to villagers on how to manage, protect their projects in a sustainable way and the particular education should be given during and after the implementation of the projects. An interview conducted with the Ward Executive Officer, Mr. Said Kulwa who confirmed about the need for information sharing to people who are the project beneficiaries through education provision during the implementation and after the completion of the project so as realize their sustainability.

Third 65.6% of respondents indicated that to build capacity and data management on project execution for staff practicing M&E within the District by seminars, short Course and long course on M&E in order to be familiar with M&E so as to oversee the condition of water projects before and after the implementation so as to identify the success and challenges facing the projects. This approach was proposed during the interview with the water District Technician who was supervising water project Mr. Wazir.

The fourth proposed approach is introduction of M&E section within the District which was coordinate all activities of M&E programme including preparation of M&E plan, M&E budget and establish role of M&E key staff as 62.5% of respondents



indicated. This section was responsible to Monitor and Evaluate all project not only water project within the District.

#### **4.6 Discussion of the Findings**

Monitoring and evaluation is the elementary techniques of good project management at all levels because it provides data on project progress and the effectiveness of activities. Monitoring and evaluation advance on project management and enable decision making which influence accountability of stakeholders. Monitoring and evaluation provides data which is useful for decision making and advocacy. Monitoring and evaluation gives sign on whether the project is progressing or need to be intervenes.

The findings from the study showed that there are weaknesses in the existing monitoring and evaluation at Mkuranga district especially water department as there is no frequency as they don't frequently filed visiting to check the projects and advise the community on the proper execution of water project. M&E do not provide information to the program managers/officers to assist in decision-making and planning. Decision-making in water management requires the delivery of accurate scientific information as water is one of the most basic human needs and is indispensable to almost all economic activities, including agriculture, energy production, industry, and mining. M&E do not provide information to the program managers/officers to assist in decision-making and planning. Monitoring and evaluation are not indicator that are clearly linked to the objective of the program/project at Mkuranga district. This finding is in line with Montgomery (2009) study on "Increasing Functional Sustainability of Water and Sanitation Supplies in Rural Sub Saharan Africa", which revealed a lot of challenges facing water projects sustainability including absence of systematic documentation of failed schemes or

consequences for providers who invest in, poorly functioning or unsustainable water and sanitation systems and M&E practice due to few allocated funds. However, Montgomery (2009) findings do not differ much with findings of Ihuah *et al* (2014) on their study on “Rural Water Supply projects and Sustainable Development in Nigeria and Ghana” as they mentioned M&E practice procedures and poor assessment of water projects to be integrated into the implementation and post-operational management of water supply systems as a problems contributed to the absence of Sustainability in various water projects.

The findings revealed that there are challenges facing the M&E at Mkuranga district, Employees related challenges includes of Lack of technical experience influence assessment on M&E, Political issues influence assessment on M&E, Inappropriate M&E approach, selection of tools and techniques influence M&E assessment, Less strength of monitoring team and Weak management in M&E. This is supported Wholey (2010) states that evaluation is used in government to increase transparency, strengthen accountability, and improve performance, whereas performance management systems establish outcome-oriented goals and performance targets, monitor progress, stimulate performance improvements, and communicate results to higher policy levels and the public.

Despite the presence of M&E tools used in water projects, but the implementation of these poorly applied M&E practices, seem to face lot of challenges, whereas Low budgetary allocation in M&E activities and absence of technical and professional staffs of M&E are the leading significant challenges facing water projects, others are unsatisfactory community and other stakeholder participation, limited role played by the

central government in providing human and financial support to M&E activities, poor information collected on the M&E and general progress of the project, poor community contribution on project's expenses to mention a few.

The challenges facing the implementation of M&E from the research finding are somehow similar to other findings including the study by Nyakundi (2014) on “Factors influencing implementation of Monitoring and Evaluation processes on donor funded projects” which revealed the several challenges including, the presence of small level of stakeholder's involvement or participation in the implementation of M&E of projects, the inadequate allocation of budget for M&E, lack of trained M&E staffs and shortage of M&E resources and facilities, absence of technical skills on M&E and poor prepared project reports.

On the other hand, the district water department itself, does not have an M&E section and lacks qualified professionals of M&E to conduct project responsibilities, instead the department uses water Engineers and Technicians as M&E personnel's and bad enough is that, these Engineers and Technicians do not receive any regular practical trainings on M&E of projects. This fact stands as big problems in many LGAs in Tanzania, that's why many projects fail to sustain for a long time after the end of its implementation or completion. This fact is similar to Loitare. L (2011) study on the “role of Monitoring and Evaluation for improving performance of Development Projects in Tanzania” which revealed the absence of M&E section even in some Organization that implement several development projects including water supply projects, whereas some of these organizations uses all organization staffs to perform M&E responsibilities, and still stands as problem facing both Government institutions

including LGAs and Private institutions like NGO's and CSO's. The research findings also revealed on the presence of local community participation in implementing M&E of their water projects, but unfortunately, the level of local community to participate or rather to be participated by their local authorities was averagely done, and most of the villagers confirmed that, were not fully satisfied with the way, their village and district governments, participate them in managing, M&E the projects available around their areas. This facts was also showed in Tadesse *et al* (2013) study on “Rural Water Supply Management and Sustainability” which proved on the presence of good community participation and implementation of water supply schemes in Adama area, Central Ethiopia.

Moreover, some good and best approaches aiming to improve the use and implementation of M&E practices in water projects were proposed by respondents, they include, enhancing the strong Participatory approach to be more practical rather than theoretical, whereas key stakeholders like Community, LGAs, CSOs, NGOs and other private institutions who have the strong interest in water services to be fully engaged in all project's phases.

### **The nexus between project M&E and project performance for water supply project at Mkuranga District**

The finding implied that project performance depend much on monitoring and evaluation of the entire project, it helps in improving performance and achieve results. Its goal is to improve current and future management of outputs, outcomes and impact. It is mainly used to assess the performance of projects, institutions and programs set up by governments, international organisations and NGOs. It establishes

links between the past, present and future actions. M&E influence project performance as Naidoo (2011) noted that if the M&E function is located in a section or associated with significant power in terms of decision-making, it is more likely to be taken seriously. He further explained that M&E units want to be seen as adding value, and must for their own perpetuation be able to justify their efforts hence M&E managers need success factors to bolster their credibility. This means that the monitoring team needs to be enhanced and strengthened in order for it to have more power which will increase its effectiveness. Monitoring focuses on the management and supervision of project activities, seeking to improve efficiency and overall effectiveness of project implementation.

The findings implied that districts do not regularly analyze reports in order to assess achievements and challenges and that the system assists staff in capturing, managing and analyzing program data and properly Documented Data question was not posed to the respondents. This finding resembles to Cooper and Jones (2008), on their study on “social housing management” who argue that, development will be sustainable when attention is given more to greater community engagement; deliberative forums to help people live more sustainable lifestyles; investigating ways in which stakeholders can influence decision-making. so this approach is important it helps to achieve more results with greater benefits to the whole community. The establishment of M&E section within the District was suggested as another means to improve M&E practice. This section should be tasked to monitor and evaluate water projects together with collection of quality information as well as preparing reports which will be disseminate to other key stakeholders who have interests with water service provision.

This finding is also in line with the study done by Loitare (2011), which provide the recommendation on the establishment of M&E section in organizations to monitor and evaluate projects, ensure quality data collection as well as producing reports and make sure that, the reports are shared within organization, before disseminated to outside stakeholders. Enhancing Capacity building and Training and data management. This involves the provision of long and short training courses to project staffs so as to equip them with the basic skills and knowledge on project Monitoring and Evaluation, as it will help them to monitor and evaluate their projects in a proper way.

This finding is very similar to the proposed approach put forward by Tadesseet *al* (2013) who insisted on the provision of trainings and refresher training in order to scale up the capacity of water committee to manage the water schemes properly. Also the URT (2008) on its Water Sector Performance Report(2007/2008), recommended on the use of comprehensive capacity building and training program for water sector personnel based on the Institutional Strengthening and Capacity Building Framework, taking into consideration the minimum staff requirements at all levels.

### **The best approaches in improving M&E practices applied in water project at Mkuranga District**

Different ways were employed at improving the condition of Monitoring and Evaluation Mkuranga so as to bring positive effect to the of water projects, not the way it is practiced now days, where it is done few times, absence of Technical M&E personals, poor indicators for M&E in water projects, bad approach, selection of Tools, and Technique in M&E, and poor management within the District.

The involvement of education so as to raise awareness to villagers on how to manage, protect their projects in a sustainable way and the particular education should be given during and after the implementation of the projects. Build capacity and data management on project execution for staff practicing M&E within the District by seminars, short Course and long course on M&E in order to be familiar with M&E so as to oversee the condition of water projects before and after the implementation so as to identify the success and challenges facing the projects. This approach was proposed during the interview with the water District Technician who was supervising water project Mr. Wazir.

M&E section within the District which will coordinate all activities of M&E programme including preparation of M&E plan, M&E budget and establish role of M&E key staff. This approach was also put forward by Cooper and Jones (2008), on their study on “social housing management” who insisted on the development to be sustainable when attention is given more to greater community engagement; deliberative forums to help people live more sustainable lifestyles; investigating ways in which stakeholders can influence decision-making, so this approach is important it helps to achieve more results.

Another approach to be taken is Capacity building and Training programmes, which should be enhanced from District level to community level so as to impart skills and knowledge on M&E activities and how to apply its tools or practices. This fact resembles to Tadesse *et al* (2013) who put more insist on the provision of trainings and refresher training in order to scale up the capacity of water committee to manage the water schemes properly in order to sustain for a long time. The approach found in

Tadesseet *al* (2013) is also seen in the URT (2008) on its Water Sector Performance Report(2007/2008),which insisted on the use of comprehensive Capacity building and training program for water sector personnel based on the Institutional Strengthening and Capacity Building Framework, by taking into consideration the minimum staff requirements at all levels.

Also to change of National policies and plans from an Infrastructure to a service approach, so that they can provide the expected outputs to the community, and it is possible only by allocating more resources including funds in the total management, M&E of projects, rather that utilizing more funds and other resources in the construction of projects without considering M&E.



## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

The purpose of this chapter is to provide a summary, conclusion and recommendations of the study in terms of the data which have been collected and analyzed with regard to the research questions and objectives.

#### **5.2 Summary of Findings**

The study aimed at studying the challenges in practicing Monitoring and Evaluation in Local Government water projects in Mkuranga, Tanzania. In this study the researcher adopted the following specific objectives, to identify the challenges faced by water projects in Monitoring and Evaluation practice at Mkuranga District, It also examines the nexus between M&E and performance for water supply project at Mkuranga. This aims to identify the best approaches in improving M&E practices applied in water project at Mkuranga.

The study reviewed various sources of information written and presented by different scholars about monitoring and evaluation in and out of Tanzania. Review of related literature such as textbooks, journals, and internet sources has been done. All these sources provided necessary background to the study that provided the research gap to the researcher.

The Research methodology concerned about data collection was employed and the study included 32 respondents whereas sampling techniques and methods of data

collection (Primary data and secondary data) were employed. Data analysis was done whereby tables were drawn by using special program known as SPSS. The researcher presented analysis and discussed the findings of the study. This chapter is segmented into three objectives based to the study.

### **5.3 Summary of the Findings**

#### **5.3.1 Challenges on M&E Practices Facing in Executing Water Projects**

The findings from Table 4.2 shows that the existing M&E field visiting is poor as 53.1% of respondents indicated likewise the findings from Table 4.3 indicated that respondents were strongly disagree and disagree that M&E information provided to program managers/officers to assist in decision-making and planning. Table 4.3 indicated that the current M&E indicated that 40.6% of respondents disagree that M&E implemented produces useful management report and the findings from Table 4.4 indicated that 34.4% of respondents were strongly disagree and disagree that current M&E information provided to program managers/officers to assist in decision-making and planning and the findings from Table 4.5 show that 40.6% of respondents disagree that M&E plans are the indicators that are clearly linked to the objectives of the program/project disagree. Table 4.6 indicated that less strength of Monitoring team was rated highest means 2.6 followed by Political issues influence assessment on M&E and Inappropriate M&E approach, selection of tools and techniques influence M&E assessment with mean of 2.4, lack of technical experience with 2.22 and weak management with a mean of 1.7. This implied that M&E in water project execution have less strength of monitoring team, political issues and inappropriate M&E approach.

#### **5.4 Is M&E Practice Influence Performance in Water Projects?**

The findings from table implied that project performance depend much on monitoring and evaluation of the entire project, it helps in improving performance and achieve results. Its goal is to improve current and future management of outputs, outcomes and impact. Likewise Table 4.9 agree that bad approach of M&E influence project performance, as 34.4% of respondents agreed, on the poor management in M&E influence project performance. Likewise Table 4.11 agreed on poor management in M&E influence project performance as 37.5% of respondents indicated.

The findings from Table 4.12 showed that 31.3% of respondents were strongly disagree that district has documented lessons learned on project execution and the findings from Table 4.13 show that 37.5% of respondents disagreed that the district provide M&E training and the findings from Table 4.14 showed that 31.3% of respondents were disagree. The findings show that 40.6% of respondents disagree on the properly documented of data.

#### **5.5 Proposed best Approaches in Improving M&E Practices in Executing Water Projects in Mkuranga District**

The findings from the study indicated that proposed ensure M&E information sharing on project execution as 75% of respondents indicated. Followed by 65.6% of respondents indicated that to build capacity and data management on project execution for staff practicing M&E within the District by seminars, short Course and long. M&E budget and establish role of M&E key staff as 62.5% of respondents indicated.

## **5.6 Conclusions**

Based on research objectives it was concluded that, the current M&E practices applied in water projects in Mkuranga District are, field visit, Project Reports, and no any other extra M&E practices identified, out of four M&E tools identified was poor, this was due to the challenges facing the M&E practice, including low budget allocated by the Government for M&E activities in water projects, also there is a serious problem of absence of qualified technical experts on M&E as a result, the department uses water Technicians and Engineers as M&E staff who have less skills on M&E practice.

Low community participation is also another challenge, whereas communities are not fully participated in designing, implementing, monitoring and evaluating water project in whole project lifetime. Also low support paid by the central government and poor prepared project reports, that addresses progress towards achieving the objectives or outcomes based on the indicators and service delivery improvements milestones. Other challenges were absence of regular Trainings and capacity building programmes and data management, given to water committees and district officials so as to have adequate skills or capabilities on how to monitor and evaluate their water projects in an effective way and also poor routine or formal field visit as part of M&E tool.

It was proposed on the use of Participatory approach, that seeks to involve local communities and other key stakeholders like CSOs, Private institutions in decision making regarding the designing, implementation and monitoring and evaluation of water projects. Capacity building and Training programmes is another approach that was suggested by respondents, where the central government should develop a culture

of providing trainings to District officials together with water committees on how to monitor and evaluate water projects in proper way to improve their sustainability.

## **5.7 Recommendations**

### **5.7.1 To the Government**

The government should provide enough resources both financial resource (funds), human resources and physical resources like transport facilities in order to simplify the practice of M&E activities, allocation of funds for M&E should be done for undertaking M&E activities.

Any water project should not be executed in any particular area especially in rural setting without preparing plan for M&E plan. This will help the villagers, water committees and District officials as a whole to make easy follow-up of their project in case of any challenge.

There is also a need practice of Monitoring and Evaluation together with regulation of services, but accompanied by the provision of technical support to water committees at community level. Central and Local governments have the responsibility in providing sufficient skills to these water groups, who are stands as managers of projects at community level.

Board of Water and others, should create community water entity that could work more independently out of village Government structures, and which shall be responsible to collect community contributions properly.

To establish and promote a more comprehensive communication framework or rather the Management Information System(MIS) in projects together with encouraging other key stakeholders including civil societies, Non-governmental organisations and private sectors so as to play a more prominent role in providing the quality M&E information, to improve the function ability as well as suitability of water projects.

The use of M&E plan in all project, the establishment of an M&E section within the district, having the duty to supervise, monitor and evaluate water projects regularly basing on the set indicators, for the aim of identifying the success, challenges facing the projects.

The change of National policies and plans from infrastructure approach to service approach, where the government should centre in allocating adequate funds for M&E.

### **5.7.2 Limitation of the Study**

- (i) The limitation of this study is limited results from both literatures whereas studies done on the Area of Challenges in practicing M&E: A Case of local government water projects in Mkuranga, Tanzania.
- (ii) Lack of security at Mkuranga District, is caused some personnel to be unavailable to provide the required information during data collection. But researcher makes consultation with local Government leader to get support.
- (iii) There are hiding some of required and essential information due to wrong perceptions about the study and existence of accidental M&E staffs like water technicians and Engineers. But researcher sensitize them so as to get data.

- (iv) The village is far from the District where water projects were allocated therefore becomes difficulties when researcher needs some information but the researcher use bodaboda (Motorcycle) to reach the areas.

### **5.7.3 Recommendation for Further Research**

The empirical study has indicated a number of relevant issues that the research project did not investigate, but which might be important for further research on Examining Challenges in practicing M&E of Local Government Water Projects in Mkuranga. In addition, this study was conducted in Mkuranga District Tanzania other studies should involve in other District in order to obtain more holistic information on these challenges.

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## APPENDICES

### Appendix I: Questionnaires for the Staff in District Department

#### INSTRUCTION

This questionnaire has three parts.

- The first part deals with background information's.
- Part two assess challenges Local Government face in monitoring & evaluating their projects.
- Part three approaching in improving M&E practice in water project.

**PART-1: BACKGROUND INFORMATION** - (You can circle the number or put tick)

1. Gender of respondent (i) Male..... (ii)Female.....
2. Marital status (i) married... (ii) Not married... (iii) Widow..... (iv)Divorced.....
3. Level of education (ii) Primary... (iii) Secondary..... (iv)University/College.....
4. Ages (Years) (i) 18- 25 ... (ii) 26 – 40... (iii) 41 – 60..... (iv) Above 61.....
5. Years of service /Experience (i) 1- 4 years..... (ii) 5-7 years... (iii) 8 and above.....

CODE:-.....Date .....

<b>PART- 2: CHALLENGES FACING MONITORING AND EVALUATION PRACTICE.</b>						
(You can put SD= strongly disagree, D = disagree, N = neutral, A =agree and SA=strongly agree.						
No	2A:M&E CHALLENGES ON PROJECT EXECUTION	SD	D	N	A	SA
<b>1</b>	Lack of Technical Expertise influence assessment on M&E?					
<b>2</b>	Did Political issues influence assessment on M&E?					

3	Is M&E Approach, Selection of Tools and Techniques influence M&E assessment?					
4	Do you think Strength of Monitoring Team influence assessment on M&E?					
5	Did management in M&E influence project success?					
<b>2B :RELATION OF M&amp;E ON PROJECT PERFORMANCE</b>						
		SD	D	N	A	SA
1	Did poor management in M&E influence project performance?					
2	Did bad Approach of M& E influence project performance?					
3	Did poor M&E indicators influence project performance?					
4	Did project performance depend on M&E?					

### **PART-3:APPROACHING IN IMPROVING M&E IN WATER PROJECT**

### 3A. MONITORING AND EVALUATION PLANNING ON PROJECT

		SD	D	N	A	SA
1	For your M&E plans are there indicators that are clearly linked to the objectives of the program/project?					
2	Do you have M&E section in your district?					
3	Are resources allocated for planned M&E activities?					
4	Are the roles and responsibilities of staff in M&E clearly defined and documented?					

<b>3B.M&amp;E INFORMATION SHARING ON PROJECT EXECUTION</b>					
<b>1</b>	Does your District regularly analyze reports in order to assess achievements and challenges?				
<b>2</b>	Is M&E information provided to program managers/officers to assist in decision-making and planning?				
<b>3</b>	District has documented lessons learned on project execution?				
<b>4</b>	Is M&E implemented produces useful management report?				
<b>3C. CAPACITY BUILDING AND DATA MANAGEMENT ON PROJECT EXECUTION</b>					
<b>1</b>	Does your District provide M&E training for program and M&E staff?				
<b>2</b>	Is information recorded at spot when and where an activity is implemented?				
<b>3</b>	Is there a system that assists staff in capturing, managing and analyzing program data?				
<b>4</b>	Is there a properly documented data?				



## Appendix II: Interview

Introduction: Good morning / afternoon

Purpose: This interview is being conducted as part of my research **Challenges in Practicing Monitoring and Evaluation the case of Local Government Water Projects in Mkuranga, Tanzania, Coast Region**. I am interested in your experience and perspectives. Answer based on your experience and knowledge

- (i) In which department to you belong?
- (ii) What is your post title?
- (iii) How long have you served in the District.
- (iv) Which approach local Government prefer while executing projects in the Village?
- (v) Who is responsible for supervising and monitoring village water projects?
- (vi) Is there an independent budget towards monitoring and evaluation in local Government?
- (vii) From your experience how do you rate the contribution of M&E to projects executed by local Government?
- (viii) What are the main challenges/Barriers/ local Government ever faced in relation to M&E?
- (ix) What ways (approaches) you can suggest to be used so as to improve Monitoring and Evaluation Practices of water projects in your district?
- (x) When do you do monitoring and how are the reports disseminated?
- (xi) What is your view on the quality of such data collected on such monitoring?
- (xii) Suggest ways in which these challenges can be mitigated.
- (xiii) Is number of M&E staffs enough to perform M&E responsibilities in Water Projects found in your district?